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Budget performance of the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017

Report of the Secretary-General

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* For information on planned and actual outputs, see A/72/701/Add.1.

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Summary

The present report and the addendum thereto contain the budget performance of the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017.

Departments and offices at United Nations Headquarters continued to provide backstopping support to active peacekeeping operations. Security Council decisions that had a significant impact on the mandates of these peacekeeping operations during the reporting period include: technical assistance and logistical support for the revision of the electoral register by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO); increases in the authorized strength of uniformed personnel for the United Nations Mission in South Sudan (UNMISS), following the outbreak of violence in July 2016, and in the authorized strength of uniformed personnel for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA); and the provision of support for the creation of conditions conducive to the sustainable reduction of the presence of and threat posed by armed groups to the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). The reporting period also saw the restructuring of the United Nations Office to the African Union (UNOAU), which reflected the Organization's strengthened strategic partnership with the African Union; and the successful transition, drawdown and closure of the United Nations Operation in Côte d'Ivoire (UNOCI), the drawdown of the United Nations Mission in Liberia (UNMIL) and the drawdown of the United Nations Stabilization Mission in Haiti (MINUSTAH).

A total of $309.4 million in gross expenditure was incurred (excluding $16.8 million for enterprise resource planning and $0.8 million for information and systems security), representing a budget implementation rate of 99.9 per cent, compared with $303.8 million in the period 2015/16 for a budget implementation rate of 99.8 per cent. The average vacancy rates during the reporting period were 11.0 per cent in respect of the posts in the Professional and higher categories and 6.6 per cent in respect of the posts in the General Service category.

Expenditures under post resources reflect marginally higher costs of $0.8 million (0.4 per cent), attributable to higher-than-anticipated common staff costs and the post adjustment factor for New York, effective 1 February 2017, which were largely offset by higher actual average vacancy rates for professional staff. The overall net increased requirements under post resources were offset by lower expenditures of $1.1 million (1.2 per cent) under non-post resources.

Performance of financial resources

(Thousands of United States dollars, budget year is from 1 July 2016 to 30 June 2017)

			Variance	
Category	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Post requirements	221 561.4	222 352.1	(790.7)	(0.4)
Non-post requirements	88 167.0	87 074.7	1 092.3	1.2
Subtotal	**309 728.4**	**309 426.8**	**301.6**	**0.1**
Enterprise resource planning	16 830.4	16 830.4	–	–
Information and systems security	821.5	798.7	22.8	2.8
Gross requirements	**327 380.3**	**327 055.9**	**324.4**	**0.1**
Staff assessment income	26 707.3	27 294.3	(587.0)	(2.2)
Net requirements	**300 673.0**	**299 761.6**	**911.4**	**0.3**

Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]	*Budgeted vacancy rate*
Posts				
Professional and higher	938	835	11.0	10.6
General service and related	427	399	6.6	6.8
General temporary assistance positions				
Professional and higher	87	69	20.7	14.2
General service and related	17	14	17.6	18.6

[a] Based on monthly incumbency and planned strength.

The actions to be taken by the General Assembly are set out in section V of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
DPKO	Department of Peacekeeping Operations
DFS	Department of Field Support
GSC	Global Service Centre
ICT	Information and communications technology
IPSAS	International Public Sector Accounting Standards
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOS	United Nations Support Office in Somalia

I. Introduction

1. In paragraph 17 of its resolution 70/287, the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017 in the amount of $327,380,300, inclusive of the amount of $16,830,400 for the Umoja enterprise resource planning project and $821,500 for information and systems security and including 1,369 posts and 104 twelve-month general temporary assistance positions. The General Assembly in its resolution 71/270 further approved the restructuring of the United Nations Office to the African Union, including the net reduction of 4 posts in the Office under the support account, effective from 1 January 2017.

2. Actual expenditure for the support account for the period 2016/17 amounted to $327,055,900, compared with $327,380,300 as authorized by the General Assembly, resulting in an unencumbered balance of $324,400 (0.1 per cent of total approved resources).

3. During the reporting period, a number of Security Council decisions had a significant impact on the mandates of peacekeeping operations for the period 2016/17, with the departments and offices at United Nations Headquarters providing backstopping support to implement the changes, as well as continuing support to other ongoing peacekeeping operations in the field, in particular:

(a) In the Central African Republic, the Security Council focused on a single strategic objective in the mandate of MINUSCA: to support the creation of conditions conducive to the sustainable reduction of the presence of, and threat posed by, armed groups (Security Council resolution 2301 (2016));

(b) In the Democratic Republic of the Congo, the Security Council mandated MONUSCO to provide technical assistance and logistical support for the revision of the electoral register (Security Council resolution 2277 (2016));

(c) In South Sudan, the operations of UNMISS were affected by the outbreak of violence in July 2016 in Juba, which spread into other parts of the country. In response to this conflict, the Security Council increased the authorized strength of uniformed personnel of UNMISS, including 4,000 military personnel for the Regional Protection Force in Juba (Security Council resolutions 2304 (2016), 2326 (2016) and 2327 (2016));

(d) In Mali, the Security Council increased the authorized strength of uniformed personnel of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) by 2,049 military and 480 police personnel. The Mission implemented security enhancement projects in the context of attacks against United Nations installations and expanded existing camps to accommodate the additional troops (Security Council resolution 2295 (2016)).

4. During the reporting period, the Department of Peacekeeping Operations (DPKO) continued to direct, manage and support active peacekeeping operations. These missions operated under multidimensional mandates and in diverse and volatile environments. The key achievements of the backstopping support included: (a) the successful transition, drawdown and closure of UNOCI in Côte d'Ivoire; (b) support for MINUSMA in the implementation of the Agreement for peace and reconciliation and stabilization of the security situation in Mali; (c) guidance to MINUSCA on the protection of civilians and promoting political dialogue in the Central African Republic; (d) guidance to MONUSCO on supporting the implementation of the Peace

and Security Framework, promoting political dialogue, protecting civilians and voter registration support in the Democratic Republic of the Congo; (e) guidance to UNMISS on protecting civilians and supporting the implementation of the agreement on the resolution of the conflict in South Sudan; (f) support for the efforts of the United Nations Disengagement Observer Force (UNDOF) and the United Nations Interim Force in Lebanon (UNIFIL) to contain and avert the spillover of conflicts in the Middle East; (g) guidance on the transition of MINUSTAH and the United Nations Mission in Liberia (UNMIL) to police and rule of law operations in Haiti and Liberia; (h) coordination with the African Union on guidance and support for the African Union-United Nations Hybrid Operation in Darfur (UNAMID), including on a two-phased restructuring of the mission approved by Security Council resolution 2363 (2017); and (i) continued guidance and support for the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Peacekeeping Force in Cyprus (UNFICYP) and the United Nations Interim Administration Mission in Kosovo (UNMIK) on mandate-related issues.

5. The triangular cooperation with the Security Council and troop-contributing and police-contributing countries was strengthened by the Department of Peacekeeping Operations through regular consultation prior to and after all strategic and technical reviews and assessments conducted in the period 2016/17 and prior to mandate renewals.

6. The Department of Peacekeeping Operations strengthened the strategic partnership with and support for the African Union through the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The Framework provides a strategic basis for stronger cooperation in four key action areas: (a) the reaffirmation of the guiding strategic principles of engagement with the African Union; (b) establishing a convergence of the strategic/political and operational tracks to ensure sustainability of the partnership; (c) the development of African Union capacity that is best suited to its own needs and unique requirements; and (d) the articulation by the African Union of its capacity-building requirements, guided by the principles of mutual accountability. The collaboration with the European Union was reinforced, notably in the Central African Republic with regard to security sector reform and the rule of law. Under the Global Focal Point arrangement for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and Other Crisis Situations, the Department of Peacekeeping Operations, the United Nations Development Programme and other partners continued to implement joint programmes to develop national rule of law capacity in the Central African Republic and Mali, as well as in the transition settings for Darfur and Haiti.

7. During the reporting period, the Department of Peacekeeping Operations advanced a number of initiatives to increase the effectiveness and efficiency of peacekeeping operations. The Peacekeeping Capability Readiness System reached full maturity and enabled the Department to better meet capability requirements and manage pledges from Member States, whose commitment was demonstrated during major events such as the United Nations Chiefs of Police Summit. The uniformed capability development initiative progressed, with the implementation of several projects, notably to enhance the safety and security of peacekeepers and better address transnational threats. The Department pursued the implementation of various recommendations emanating from the reviews of United Nations peace and security efforts. In this context, strategic reviews and assessments were conducted for MINUSTAH, UNAMID, UNIFIL, UNISFA, UNMIL and UNMISS to adapt and

rightsize missions to changing circumstances and new mandates; as well as specific reviews of military planning process of MINUSCA and MINUSMA to enhance the efficiency and effectiveness of the missions' uniformed personnel.

8. The Department of Peacekeeping Operations continued progress on the development and implementation of police and military standards, policies and guidance, with a focus on strengthening planning, monitoring and evaluation, with the organization of seven regional workshops for troop-contributing countries. New training materials were developed for predeployment and tactical-level protection of civilians. To support pledges made by Member States, mobile training teams continued to conduct training of trainers for new and emerging troop-contributing and police-contributing countries to build their capacity to deploy.

9. UNOAU continued to collaborate closely with the African Union on unified positions and actions and the strengthening of the institutional capacity of the African Union. The Office played a vital role in the development of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, which was signed by the Chairperson of the African Union Commission and the Secretary-General on 19 April 2017. UNOAU supported the preparations for, and the conduct of, the joint African Union-United Nations review of the African Union Mission in Somalia (AMISOM). UNOAU also provided secretariat and logistical support for visits by the Security Council in September 2016 and the Peacebuilding Commission to Addis Ababa in October 2016. Throughout the reporting period, the Office continued to provide substantive and technical support and facilitate the dialogue between the United Nations Security Council and the African Union Peace and Security Council, including briefings to the Peace and Security Council and providing thematic briefings for States members of the Security Council resident in Addis Ababa.

10. In accordance with General Assembly resolution 70/287, a comprehensive review of UNOAU was undertaken. The restructuring of the Office was presented to the General Assembly in the report of the Secretary-General entitled "Review of the United Nations Office to the African Union" (A/71/551) of 14 October 2016. By its resolution 71/270, the General Assembly approved a revised structure of the Office effective from 1 January 2017, including the net reduction of four posts. The restructuring enabled UNOAU to support greater political convergence and operational cohesion between the United Nations and the African Union and its partners on peace and security issues in Africa. The revised structure included the newly established Institutional and Operational Partnership Service, which comprised the military and police planning, mine action, safety and security and mission support planning, and the newly established Office of the Chief of Staff overseeing the Administrative Support Section.

11. The Department of Field Support continued to provide services to personnel in field missions with challenging environments and diverse mandates. The focus continued to be placed on five priority field support initiatives: (a) supply chain management; (b) environmental management; (c) conduct and discipline; (d) technology and innovation; and (e) follow-up to the response of the Secretary-General on the report of the High-level Independent Panel on Peace Operations, ensuring that ongoing efforts were included in his management reform initiatives.

12. At the overarching level, to improve the provision of services to peacekeeping operations by mission support divisions, the Department of Field Support undertook a concerted effort to establish a performance framework, including a core set of standardized indicators for the results-based-budgeting framework of the support

components of peacekeeping missions and service centres, as well as improving the effectiveness of business analytics. In addition to supporting United Nations-led peacekeeping operations, the United Nations Support Office in Somalia-Headquarters Support Team provided backstopping support to UNSOS.

13. The Department of Field Support continued the implementation of the supply chain management approach to address the logistical constraints of field missions in an integrated, effective and efficient manner. A comprehensive review was conducted to assess the current and to determine the future processes, in line with the envisaged end-to-end supply chain. The first supply chain management blueprint was promulgated to peacekeeping operations and provided detailed operational guidance for the phased implementation of supply chain management and clarified the roles and responsibilities of entities involved in the supply chain process and its management.

14. The Department of Field Support developed and launched a six-year strategy on environmental performance, including establishing objectives, key performance indicators and approaches across five pillars, comprising energy, water and wastewater, waste, wider impact and environmental management systems. A common template for missions' environmental action plans was rolled out. Strengthened commitments from troop-contributing and police-contributing countries to environmental performance were made and options for reimbursement of renewable and more efficient energy generation were created through the Working Group on Contingent-Owned Equipment.

15. In the area of conduct and discipline, wide-ranging initiatives covering prevention, response and victim assistance were implemented in peacekeeping operations. A new website was launched on conduct in missions to increase understanding of the United Nations conduct and discipline function, to improve transparency and accessibility of data and to explain the work being done by field missions. During the reporting period, the United Nations steadily expanded the categories of personnel who were vetted, with an average of 8,000 individuals, civilian and uniformed, vetted per month. In this context, a mandatory e-learning programme on the prevention of sexual exploitation and abuse was made available to all peacekeeping personnel through internal and external platforms.

16. The Department of Field Support continued to pursue partnership initiatives, including through letters of assist with Member States. To further the use of technology to support peacekeeping operations, for example, advanced camp protection surveillance systems were deployed and sense and warn anti-mortar systems were introduced in vulnerable locations. The integrated situational awareness and incident reporting tool was deployed to three additional peacekeeping operations (UNFICYP, UNMISS and UNSOS) during the reporting period, increasing its overall deployment to 12 missions.

17. The Department of Management continued to provide backstopping services to peacekeeping operations, including guidance on established policies and procedures. It also continued to provide technical, administrative and substantive support to the General Assembly and its subsidiary organs, as well as timely communication and advice to Member States on matters related to peacekeeping operations. During the reporting period, it focused on: (a) management of functional areas, such as human resources, finance and budget, information technology and supply chain management; (b) management performance, compliance and accountability; (c) stakeholder management and client services; (d) delegation of authority; and (e) simplified management policies.

18. The Department of Management worked closely with the Executive Office of the Secretary-General on key organizational initiatives, including the development of a new and strengthened whistle-blower policy, Umoja, mobility and career development and the global service delivery model, and in assisting to address sexual exploitation and abuse within the United Nations system. In the latter regard, it recommended that senior officials be required to issue an annual management letter certifying that they had reported all allegations of sexual exploitation and abuse and that appropriate action had been taken. The Department was an active partner in the management reform initiative of the Secretary-General, in particular in developing proposals to reduce duplicative structures, increase support for the field and reinforce accountability as an inherent and inseparable part of authority.

19. The Department of Management strengthened responsiveness by streamlining procedures in areas such as the delegation of authority, human resource management and procurement. Umoja helped to reduce processing times, for instance with the delegation of financial authority for incoming staff, which is now processed electronically between Headquarters and the field. Information technology also streamlined field-based processes; for example, the fuel management system and the electronic rations management solution, which were further deployed during the period and strengthen missions' ability to monitor resource utilization. Similarly, the second major deployment of the troop-contribution management system during the period introduced electronic record-keeping and eliminated paper-based inspection.

20. Initiatives on management performance, compliance and accountability progressed steadily. The International Public Sector Accounting Standards (IPSAS)-compliant fixed asset management framework was established, accompanied by the promulgation of policy, certification procedures for property management and training materials. Improvements to the quality of medical care in the field continued, with extensive consultations with practitioners on the implementation of the standards developed. Administration of medical services was also enhanced, with the electronic medical records management system (EarthMed) implemented fully in the field. Improvements were also seen in records management, as peacekeeping missions made greater use of policies, tools and technical standards for records management and exceeded performance target levels for the period.

21. In the context of stakeholder management and client services, cash management improved, with settlements to troop-contributing and police-contributing countries increasing during the reporting period and the rate of return on peacekeeping investments exceeding benchmarks. Outreach missions to expand geographical representation continued successfully, and social media sites and virtual career fairs were used extensively to increase global awareness. Procurement-related business seminars also increased (29 business seminars in countries with developing economies and economies in transition).

22. In financial control and budget coherence, a milestone was achieved with the deployment of Umoja cluster 5, which introduced national staff and individual uniformed military personnel to the Administration's global financial system. In this context, the Regional Service Centre in Entebbe, Uganda, and the Kuwait Joint Support Office were assisted by means of operational support and training from the Department of Management. Budget and resource management was strengthened with Umoja system support on "tier 2" level issues encountered by users of the finance-related modules. The tier 2 support function resided in the Office of Programme Planning, Budget and Accounts, which had taken over the responsibility from the Umoja project team as part of the system mainstreaming and continued with the

development of business intelligence for financial management, and the provision of training and guidance on monitoring resource utilization for peacekeeping mission staff. In financing and financial reporting, in addition to the published financial statements and 36 periodic reports of the Secretary-General on the financing of peacekeeping operations, the Department supported peacekeeping operations in transition or restructuring with revised budgets and requests for additional resources, including UNDOF, UNISFA, UNOAU and UNOCI, as well as assisting MINUSTAH and UNMIL during their reconfiguration with operational support on the administration of post and non-post resources.

23. In the Office of Internal Oversight Services, the Internal Audit Division issued a new audit manual and engaged an external contractor to perform a quality assessment, in which it concluded that the Division generally conforms to the International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors. The Internal Audit Division continued to strengthen its capacity to conduct performance audits through the provision of training and hands-on guidance for auditors. This initiative was aimed at providing the Secretariat with more value-added audit results with a view to improving the way the Organization operates and manages its resources. The Inspection and Evaluation Division completed four evaluations, including a review and evaluation pursuant to General Assembly resolution 70/288 on strategic deployment stocks, in collaboration with IAD. The Inspection and Evaluation Division continued its contribution to the professionalization of evaluation in the United Nations system by participating and giving presentations in the Evaluation Practice Exchange of the United Nations Evaluation Group. The Inspection and Evaluation Division also aligned its risk assessment methodology with the Secretariat's enterprise risk management framework to ensure that its evaluations continue to address the critical risks identified. The Investigations Division, led a multi-agency initiative to seek continuous improvement of investigations into sexual exploitation and abuse across the United Nations system and was involved in training efforts in this area. The Division also assisted in the implementation of the Anti-Fraud and Anti-Corruption Framework of the United Nations Secretariat and took on the role of managing the central intake of fraud cases. The Investigations Division cooperated with the Internal Audit Division in focusing on three discrete areas of fraud for enhanced investigation and jointly developing an anti-fraud and corruption framework (see ST/IC/2016/25). Additionally, the Division took steps to reduce both the average time taken to investigate a case and the average age of a case. By end June 2017, the former stood at 10.4 months, down from 13.8 months two years previously; while the latter stood at 8.2 months, down from 11.8 months two years previously. The Office also continued to leverage communication technologies and minimize travel for efficiency gains.

24. The Ethics Office continued to engage with staff from peacekeeping operations through its website, dedicated ethics helpline, email and outreach missions to multiple duty stations, addressing anti-fraud and protection against retaliation initiatives. The Office designed and implemented the annual Secretariat-wide 2016 Leadership Dialogue on the Anti-Fraud and Anti-Corruption Framework, designed the 2017 Leadership Dialogue on United Nations Standards of Conduct and updated ethics guidance and resource materials. Approximately 12,454 (compared with 5,745 in 2015) field mission staff had participated in the 2016 Leadership Dialogue initiative.

25. The Office of the United Nations Ombudsman and Mediation Services continued to provide conflict resolution services, including the screening of cases for systemic issues that should be brought to the attention of the management of the

Organization. During the performance period, the Office provided conflict resolution services in 1,283 cases originating from peacekeeping operations. The Office conducted outreach activities which included 171 workshops, training sessions, information sessions and presentations, targeting over 4,000 staff and 170 senior officials, and partnership consultations with internal and external stakeholder groups. A particular focus of the activities of the Office of the Ombudsman was promoting conflict competence through workshops, presentations and individual casework to enhance the ability of managers and staff to handle difficult situations in the workplace in a collaborative manner.

26. The Office of Legal Affairs continued to provide centralized legal support and assistance in order to ensure the effective conduct of United Nations activities in accordance with international law and the United Nations legal framework, and to protect the legal interests and minimize the legal liabilities of the United Nations.

27. Legal services and assistance provided by the Office of Legal Affairs in support of the Organization's peacekeeping operations concerned questions relating to international peace and security, advice on the interpretation of the Charter, resolutions, treaties and questions involving the use of force, sanctions, investigations, accountability issues, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. The Office of Legal Affairs also provided legal assistance and advice on the myriad of support functions relating to the Organization's peacekeeping activities and operations, including: arrangements with Governments; procurement activities and contracting for logistical requirements; resolution of disputes and claims; and implementation and enhancement of the Organization's accountability measures. During the reporting period, the Office of Legal Affairs defended the Organization from claims totalling $91.3 million arising out of peacekeeping operations. As a result of the efforts of the Office, such claims were resolved, whether by arbitral award or by approved settlement, in the amount of $4.9 million, representing some 5.4 per cent of the amount originally claimed, and a reduction of 94.6 per cent in the actual liability borne by the Organization from that originally claimed. In addition, through successful appeals to the United Nations Appeals Tribunal, the Office reduced the compensation awarded by the United Nations Dispute Tribunal in judgments arising from peacekeeping operations.

28. The Department of Public Information continued to cooperate with the Department of Peacekeeping Operations and the Department of Field Support (DFS) in providing strategic communications support to peacekeeping operations. The Department visited UNIFIL and UNMIK to provide digital media training, MINUSTAH to provide communication support on cholera and the downsizing of the mission and UNMISS in relation to the restructuring of the information component. It also organized the Chiefs of Public Information workshop for all peacekeeping missions, which provided direction and support on strategic communications issues, including a simulation exercise on crisis communications; and finalized the operational policy on strategic communications and public information in peacekeeping operations. The Department conducted targeted media outreach to troop-contributing and police-contributing countries, connecting peacekeeping missions with the global network of United Nations information centres and other departments of public information platforms.

29. The Department of Safety and Security directed significant backstopping support to peacekeeping missions in volatile security environments, in particular those in the Central African Republic (MINUSCA), Mali (MINUSMA), the

Democratic Republic of Congo (MONUSCO) and South Sudan (UNMISS), which experienced a surge in significant security incidents. This support was provided in conjunction with ensuring operational priorities for downsizing missions, where the outcome of strategic reviews resulted in mission reconfiguration and reprioritization of resources. Following the decision of the Policy Committee of the Secretary-General of 18 February 2015, the Department took action to integrate the security service elements of peacekeeping operations, through the United Nations Secretariat Safety and Security Integration Project. The project developed clear ways to effectively provide the professional safety and security services required to enable the delivery of United Nations programmes and activities globally in the current and evolving environment: leadership, management and coordination for safety and security resources; and a professional, mobile, flexible and global workforce with the requisite knowledge, skills and experience. The integrated security workforce policy and legal framework being developed during the reporting period, are expected to be implemented in early 2018. In parallel, security training at the train-the-trainer level, including newly developed basic defensive tactics course, continued to build the internal security training capacities of peacekeeping missions. Training officers from peacekeeping missions were assessed and certified as basic defensive tactics course trainers. In addition, the Department provided two firearms training officer certification courses, resulting in the certification of 11 peacekeeping mission personnel.

30. The Secretariat of the Advisory Committee on Administrative and Budgetary Questions continued the provision of advice and technical support to the Advisory Committee on issues of policy and/or procedures, including the examination and analysis of the proposals contained in the reports of the Secretary-General. The Secretariat designed an electronic library under Unite Docs containing all the working documents used by the Advisory Committee in carrying out its work, including all internal and external (public) documents since the sixty-second session of the General Assembly. The documents are tagged with metadata that facilitates knowledge management, the classification of related issues and search capability within documents.

31. The Office of the United Nations High Commissioner for Human Rights participated in three strategic and technical assessments and two civilian staffing reviews, as well as in the joint African Union-United Nations review of AMISOM, and conducted nine operational support visits with a focus on support for strategic planning and mandate implementation, including for the human rights due diligence policy on United Nations support to non-United Nations security forces. Support was also provided in the development of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, with the provision of expertise on human rights. The Office collaborated frequently with the African Union on the integration of human rights in its operations, including inputs to the report on predictable and sustainable financing for peace in Africa (2016) of the African Union Peace and Security Council. The Office also contributed to reports of the Secretary-General and worked with Security Council members. Regular guidance was provided on the implementation of a number of policies, notably by carrying out expert support visits to help set up and update risk assessments and mechanisms at the field level. The Office also supported the Departments of Peacekeeping Operations and Field Support in the implementation of human rights parameters for mission readiness of troops and provided expertise for the recruitment of human rights personnel to peacekeeping operations. The Office of the United Nations High Commissioner for Human Rights (Office of the United Nations High Commissioner for Human Rights)

engaged in 10 training activities for uniformed personnel, integrated content into four sets of training materials and reviewed 27 policy documents. Overall, closer integration with other backstopping entities in supporting the Departments of Peacekeeping Operations and Field Support allowed the Office to provide expert advice in real-time crisis situations and ensured tailored, pragmatic and timelier responses to requests for expertise and support, which translated into enhanced mandate delivery within missions.

II. Results-based-budgeting framework

A. Department of Peacekeeping Operations

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Achieved. Key public information materials were made available in all six official languages on the United Nations peacekeeping website and social media

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
100 per cent compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	No new missions were initiated during the reporting period. Existing missions continued to be compliant

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
All field operations are 100 per cent compliant with information management standards	Achieved. Baseline information standards, including the implementation of the internet and intranet publication policy were met by 14 peacekeeping missions and UNSOS
Development of a general and/or issue-specific communications strategy by 4 multidimensional peacekeeping operations	Achieved. Five communication strategies were developed and implemented, including three communications strategies for UNMISS and two communications strategies for MINUSCA. In addition, a communications campaign was created on the closure of UNOCI

Acceptance of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards	Achieved. 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel were accepted by field missions

(b) Office of Operations

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Security Council resolutions incorporate recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (100 per cent)	Achieved. The Security Council incorporated all recommendations for major adjustments to peacekeeping operations
100 per cent of reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and Member States	Achieved. All reports reflected briefings with troop-contributing countries and Member States

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations	Achieved. While no new peacekeeping operations were established during the reporting period, planning processes were completed or ongoing in line with time requirements/mission priorities including: drawdown, handover and closure of UNOCI; downsizing and transition planning for UNMIL; strategic assessment of MINUSTAH and the development of plans for its drawdown and transition; reconfiguration of UNAMID; and revisions to mission concepts of operations for MINUSCA, UNMISS and MINUSMA

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
100 per cent of peacekeeping operations in integrated settings have up-to-date integrated strategic frameworks or equivalent frameworks	Integrated strategic frameworks, (or equivalent, were developed or updated for MINUSCA and UNAMID. Revisions to the integrated strategic framework for MONUSCO were postponed pending the completion of the strategic review

	Integrated strategic frameworks (or the United Nations Development Assistance Frameworks) when meeting the criteria of an integrated strategic framework) or integrated transition strategies were in place in six integrated mission settings (UNOCI, UNMIL, MINUSMA, UNAMID, MINUSTAH and MINUSCA) serving as the primary planning instrument for the United Nations to establish its peace consolidation priorities
100 per cent of peacekeeping operations fulfil major milestones, as defined in and mandated by Security Council resolutions	Achieved. All missions fulfilled major milestones as defined in and mandated by Security Council resolutions

(c) Office of Military Affairs

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Security Council resolutions incorporate 90 per cent of recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Achieved. 14 Security Council resolutions incorporated 98 per cent of recommendations on military issues The indicator was higher owing to proactive advance consultations with respective offices within the Secretariat, permanent missions and troop-contributing countries

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Military plans for new or significantly adjusted peacekeeping operations prepared, within 7 days of the adoption of the relevant Security Council resolution	Achieved. Military plans for MINUSTAH, UNAMID, UNDOF and UNOCI, were prepared within 7 days of the adoption of the relevant Security Council resolution
A readily deployable nucleus of Headquarters military personnel in peacekeeping operations established within 15 days of a Security Council resolution or related decision	Achieved. A readily deployable nucleus of Headquarters military personnel was maintained
Capability pledges by troop-contributing countries after assessment and advisory visits (8 pledges)	Achieved. 10 capability pledges by troop-contributing countries were confirmed The output was higher owing to active consultations with troop-contributing countries

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, after-conference/action reports, visits, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations	97 per cent of military-related recommendations (38 out of 39 recommendations) were implemented. The implementation of 1 recommendation related to UNFICYP was in progress by the end of the reporting period owing to the ongoing peace talks

(d) Office of Rule of Law and Security Institutions

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Security Council resolutions reflect the activities to be carried out by police, judicial and corrections officers (100 per cent)	Achieved. 100 per cent of Security Council resolutions for all peacekeeping operations with police and justice/corrections components included references to activities to be carried out in these areas, comprising 31 Security Council resolutions with references to activities to be carried out by the United Nations police and 9 Security Council resolutions with references to justice and corrections activities carried out by United Nations Justice and Corrections Officers
Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration, mine action, weapons and ammunition management and improvised explosive device responses in the establishment or adjustment of peacekeeping operations (100 per cent)	Achieved. 5 Security Council resolution incorporated references to security sector reform, 22 included references to mine action, weapons and ammunition management and improvised explosive device responses and 8 included references to disarmament, demobilization and reintegration
General Assembly resolution recognizes the critical contribution of mine action assistance to peacekeeping (not applicable)	Not applicable, as the resolution is adopted on a biennial basis. The most recent General Assembly resolution (70/80) on assistance in mine action was adopted on 9 December 2015

Expected accomplishment 2.1: Rapid deployment, establishment or adjustment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 25 days of the adoption of the relevant Security Council resolution	Achieved. While no new peacekeeping operations were established during the reporting period, United Nations police personnel were deployed within the 25-day period to support transitioning and drawdown in MINUSTAH and UNMIL
Initial deployment of justice and corrections capacities to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution	Achieved. The Justice and Corrections Standing Capacity personnel deployed to 5 peacekeeping operations (MINUSCA, MONUSCO, UNAMID, UNMIK and UNMISS) within the 30-day period
Initial deployment of personnel specializing in mine action, weapons and ammunition management, improvised explosive device response and security sector reform to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution	Deployment of mine action and security sector reform personnel to new, adjusted or transitioning peacekeeping operations was not required during the reporting period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device response components reflected in 5 integrated mission plans	Achieved. Police, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device response components were each reflected in 5 integrated mission plans. Justice and corrections were reflected in 3 integrated mission plans. Disarmament, demobilization and reintegration components were reflected in 4 integrated mission plans
Vacancy rate for police in field operations reduced to 15 per cent	Achieved. The average vacancy rate during the reporting period was 14 per cent
Annual plans for mine action and/or weapons and ammunition management developed or updated for 5 peacekeeping operations	Achieved. Annual plans for mine action developed or updated for 9 peacekeeping operations (MINURSO, MINUSCA, MINUSMA, MONUSCO, UNAMID, UNIFIL, UNISFA, UNMISS and UNOCI)

(e) Policy, Evaluation and Training Division

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (100 per cent)	Achieved. 174 formal and informal requests for information were provided
The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations will include an overview on all key policy matters related to peacekeeping operations (100 per cent)	Achieved. The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/71/587) of 31 October 2016 responded to the recommendations and requests for information contained in the report of the Special Committee on its 2016 substantive session (A/70/19)

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
The European Union provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation	No new mission was established during the reporting period, and no mission was significantly adjusted so as to require European Union support

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations	Achieved. Two new peacekeeping training standards for civilian, military and police personnel were available to all Member States for predeployment training and to peacekeeping operations for induction and ongoing training
100 per cent of new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database	Achieved. 216 new and revised guidance materials, including policies, standard operating procedures and guidelines and knowledge management materials, were available to all staff in peacekeeping operations through the policy and practice database

B. United Nations Office to the African Union

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Increased harmonization of approaches between the United Nations and the African Union on key United Nations-African peace and security issues in Africa (40 cables)	Achieved. 40 code cables, including the 12 monthly analytical code cables and the thematic code cables
6 United Nations-African Union joint mechanisms are implemented and supported between: the United Nations Security Council and the African Union Peace and Security Council; the Secretary-General and the Chairperson of the African Union Commission; the United Nations-African Union Joint Task Force on Peace and Security (under the relevant Under-Secretaries-General and the African Union Commissioners); Africa-based Special Representatives of the Secretary-General and African Union envoys; the Special Representative of the Secretary-General to the African Union and African Union Commissioners; and peacekeeping desks of the United Nations Secretariat and the African Union Commission	5 out of 6 consultative mechanisms with the African Union were implemented, comprising: (a) United Nations Security Council and the African Union Peace and Security Council: an informal meeting was held on 5 September 2016 in Addis Ababa (b) The Secretary-General of the United Nations and the Chairperson of the African Union Commission: the annual consultative conference was held on 19 April 2017 and resulted in the signing of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (c) Africa-based Special Representatives of the Secretary-General and African Union envoys: Special Representatives in Africa participated in 37 meetings of the African Union Peace and Security Council to provide briefings and statements (d) The Special Representative of the Secretary-General to the African Union and African Union Commissioners held 5 formal meetings. In addition, informal meetings were held with African Union Commissioners (e) The annual consultative ("desk-to-desk") meeting of counterparts at the United Nations Secretariat and the African Union Commission was held in Addis Ababa in December 2016 The sixth mechanism, the United Nations-African Union Joint Task Force on Peace and Security was not implemented, owing to the election of African Union Commissioners. The Joint Task Force meeting was held on 15 September 2017, after the reporting period
2 coordination mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure the coherence of institutional and operational cooperation with the African Union in peace and security	Achieved. The two coordination mechanisms were implemented, namely, the African Union Partners Group and the United Nations liaison team. UNOAU participated in 10 African Union Partners Group meetings and 5 United Nations Liaison Team meetings

100 per cent implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (100 per cent)	Achieved. 5 consultative meetings were held on conflict prevention, horizon scanning and enhanced partnership prior to 19 April 2017. After the signing of the Joint United Nations-African Union Framework, one consultative meeting was held on the implementation of the new Framework

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
5 pillars of the African Peace and Security Architecture continue to be operational, including in respect of addressing capacity-building needs	Achieved. All 5 pillars of the African Peace and Security Architecture continued to be operational. UNOAU continued to support capacity-building needs of all 5 pillars, as required
100 per cent achievement of the annual targets for the strengthening of the African Standby Force and its rapid deployment capability	Achieved. All the targets for the strengthening of the African Standby Force were met. The African Standby Force continued to be fully operational and UNOAU participated in African Standby Force verification missions, and verified pledged capabilities of each of the regions on ground
All African Union peace operations are fully operational and transitioned (as appropriate) within their authorized mandates (100 per cent)	AMISOM and the Multinational Joint Task Force against Boko Haram were fully operational. A third mission, the Regional Cooperation Initiative Against LRA was not fully operational owing to the withdrawal of contingent troops
African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate (1 concept of operations)	Achieved. A new concept of operations was adopted by the African Union Peace and Security Council in June 2016, of which implementation began in July 2016 and was ongoing throughout the reporting period. During the reporting period, UNOAU facilitated the preparation and implementation of the mission implementation plan and a budget workshop

C. Department of Field Support

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Endorsement by the General Assembly of recommendations of the Secretary-General on measures to reform support for United Nations peacekeeping (100 per cent)	Achieved. The recommendations of the Secretary-General regarding the recommendations of the 2017 Working Group on Contingent-Owned Equipment were endorsed
Conduct and discipline are addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate (100 per cent)	Achieved. Information on conduct and discipline was included in 30 reports of the Secretary-General to the Security Council

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Comprehensive mission support plans are developed to enable the United Nations to mount new or expanded field operations within the timelines prescribed by the Security Council (100 per cent)	Achieved. Mission support plans prepared in accordance with Security Council resolutions on field operations and transitions thereof in Colombia, Haiti, Libya and Yemen and. Preliminary planning for Cyprus and Syria, as well as transition for Liberia, Darfur and the Democratic Republic of the Congo was ongoing
Advance teams are deployed rapidly to newly established missions to support meeting target dates for initial operating capacity and full operating capacity (100 per cent)	There were no new missions established during the reporting period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system (100 per cent)	83 per cent of allegations were recorded in the misconduct tracking system within 7 days of receipt. Reports from peacekeeping missions show that, out of 677 allegations recorded in the misconduct tracking system during the reporting period, there were delays in entering 114 allegations owing to delayed reporting within the mission. All missions were sent reminders regarding compliance with this indicator and measures to ensure timely reporting
Incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system	Achieved. Action was taken on all 292 incoming boards of inquiry reports, which were reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the board of inquiry tracking database

(b) Field Budget and Finance Division

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Contingent-owned equipment reimbursement claims assessed and processed quarterly within 3 months of the end of the relevant quarter (3 months)	Achieved. The average processing time for contingent-owned equipment claims was maintained at 90 days from the receipt of verification reports for certification
Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (100 per cent)	Achieved. The Security Council was informed of the resources and field support implications for expanded and transitioning field operations

Member States given the opportunity to provide input to the General Assembly on the continued development of the reimbursement framework for contingent-owned equipment (1 meeting on contingent-owned equipment)	Achieved. 331 participants represented 76 Member States in the 2017 Working Group on Contingent-Owned Equipment

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Funding arrangements in place for new, expanding or transitioning field operations within 21 days of the adoption of a related Security Council resolution	43 days for the United Nations Mission in Colombia: the Security Council, in a letter (S/2016/923) of 31 October 2016, acknowledged the Secretary-General's intent to commence full mandated tasks. The additional funding requirements were approved by the Advisory Committee on 13 December 2016

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Reduction in the average cost per uniformed person deployed in peacekeeping operations	Achieved. Reduction of 1.1 per cent, a per capita reduction from $72,200 to $71,400 for the period 2016/17
Streamlined financial processes and authority to support the further implementation of Umoja and mandate delivery	There were no field finance process reviews, as the work done in the previous year was sufficient for the majority of the financial processes in the field. The Field Budget and Finance Division did however participate in review of the payroll-related processes in the field and their implementation

(c) Field Personnel Division

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Peacekeeping missions in a start-up, expansion or transition phase meet the incumbency rate target range specified in the Compact during the reporting period (incumbency rate target ranges for international and national staff as applicable for each mission)	No new peacekeeping mission was established or in transition during the reporting period. UNOCI, UNMIL and MINUSTAH were approaching liquidation or closure with no target ranges defined
Reduce the lead time for recruitment from the roster (50 days)	The lead time for recruitment from the roster was 52 days, as in the period 2015/16 Recruitment was fully delegated to the missions. The Field Personnel Division, however, facilitated the training/capacity-building efforts to missions, to reduce the lead time

Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the field central review bodies (30 per cent)	Achieved. The total number of women on the rosters of endorsed candidates was 30 per cent during the reporting period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
All stable peacekeeping operations achieve the average annual incumbency target rates specified in the Compact for their staffing table authorization of national and international civilian staff (incumbency rate target ranges for international staff and for national staff)	MINUSCA and MONUSCO achieved their targets for both national and international staff. MINURSO, UNFICYP and UNMIK achieved their targets for national staff, while MINUSMA, UNAMID, UNISFA and UNMISS achieved their targets for international staff 3 peacekeeping missions (UNISFA, UNMISS and UNDOF) were below their target incumbency rates for national staff, while no mission was below its target for international staff. 5 peacekeeping missions (MINURSO, UNDOF, UNFICYP, UNIFIL and UNMIK) were above their targets for international staff and 3 missions (MINUSMA, UNAMID and UNIFIL) were above their targets for national staff, mainly owing to security issues, visa issues, changes in mandates and priorities

(d) Logistics Support Division

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
No negative comments are contained in the legislative reports on the work of the Division with Member States and troop- and police-contributing countries (100 per cent)	Achieved. No negative comments were contained in the legislative reports

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployment	No new peacekeeping operations were established during the reporting period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Verification of 100 per cent of the property, plant and equipment and financial inventory held at peacekeeping operations against relevant IPSAS accounting standards	99.9 per cent of property, plant and equipment and 97.7 per cent of financial inventory held in peacekeeping operations were verified against relevant IPSAS accounting standards The lower level of financial inventory verification was attributable to strategic deployment stocks, (94.5 per cent) owing to delay in vendor-managed inventory verification held by outside contractors
Increased compliance of active peacekeeping operations with established light passenger vehicle holding policies (94 per cent)	Achieved. The actual compliance rate was 96.7 per cent during the reporting period, compared with 93.8 per cent in the period 2015/16 The output was higher than planned owing to increased monitoring and oversight
Rate of evaluation of vendors through the new surface transport supplier appraisal system maintained at 100 per cent	Achieved. 100 per cent of vendors were evaluated for compliance with contract terms, quality assurance and responsiveness

(e) Information and Communications Technology Division

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
The Security Council is provided, within 3 days of request, with up-to-date geospatial information service data, satellite imagery and thematic analysis maps relating to matters in question	Achieved. The Security Council was provided with geospatial information service data within 3 days of request for daily consultation meetings. Satellite image map and thematic analysis map products were also provided to the Council's panels of experts

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Communications links established within 24 hours of arrival of the ICT equipment in new peacekeeping operations	No new peacekeeping operations were established during the reporting period
Provision of up-to-date geospatial information and maps to departments and offices of the Secretariat, with a particular focus on the DPKO Situation Centre/United Nations Operations and Crisis Centre, the Office of Military Affairs Assessment Team and the Department of	Achieved. Departments and offices at Headquarters were provided with up-to-date geospatial information, thematic maps, satellite image maps and analytical geospatial products within 9 days

Safety and Security, within 9 days of the request (9 days)	

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
99 per cent availability to all peacekeeping operations of established ICT infrastructure and existing ICT applications	Achieved. The level of availability of established ICT infrastructure and existing ICT applications to all peacekeeping operations was 99 per cent
65 per cent rate of satisfaction with information and communications technology and geospatial services provided by the Division to peacekeeping operations undertaken through a biennial client satisfaction survey	Achieved. The overall level of satisfaction for information and communications technology services was 71 per cent, as reflected in the client satisfaction survey

D. Department of Management

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (100 per cent)	Achieved. 98.2 per cent of the respondents to a survey distributed to the members of the Bureau of the Fifth Committee and the coordinators of the work of the Committee during the seventy-first session of the General Assembly gave a rating of "satisfied" or higher

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Average processing time for Headquarters Committee on Contracts minutes is 7.0 business days	Achieved. During the reporting period, the Headquarters Committee on Contracts processed 470 cases in an average time of 4 days
90 per cent of members of local committees on contracts trained in the relevant mandatory basic training	Achieved: 94 per cent of members of the local committees on contracts received mandatory training 16 training sessions for the local committees on contracts were conducted during the reporting period
Preparations for deployment to, and stabilization of, Umoja Extension 1 functionality made for international staff in peacekeeping in November 2015 and for national staff and locally administered	Achieved. A detailed Umoja master project plan was developed and implemented. Successful deployments included: service delivery to peacekeeping in July 2016; International Civil Service Commission compensation package changes in July and November 2016 and January 2017; financial statements in August 2016; and Cluster 5 in November 2016, in accordance with the plan set out in the eighth progress report of the Secretary-General on the enterprise

personnel in the missions in September 2016	resource planning project (A/71/390). The stabilization of clusters 3 and 4 was also reflected in declining requests for production support, as well as growing evidence of user adoption. Unlike with earlier clusters, the Umoja Post-implementation Review Task Force was not convoked for Cluster 5, in the absence of significant problems
Review and respond to all management evaluation requests filed by peacekeeping staff members within 45 days (100 per cent)	Owing to the volume of requests, statutory time frames were not met in 20 per cent of cases
Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e., a remedy was found or the original decision was overturned (42 per cent)	Achieved. Only 10 per cent of cases proceeded to litigation

(b) Office of Programme Planning, Budget and Accounts

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met	Of the 38 reports (89.5 per cent) produced during the reporting period, 34 were submitted by the target dates, including 16 (42 per cent) before the target dates. The budget reports for the United Nations Logistics Base and RSCE were submitted after the target date owing to the need for extensive consultations on aspects of operational mission support. The two financial reports in respect of UNOCI were delayed because of protracted consultations in the light of the decision to rapidly close and liquidate the Operation
No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. The Advisory Committee on Administrative and Budgetary Questions welcomed the submission of a streamlined overview report, noted continued improvements to the content and format of the report and encouraged the Secretary-General to further his efforts. The Advisory Committee also noted that the reports on peacekeeping operations and the supplementary information provided contained considerably more detail for its review (A/71/836, paras. 7 and 8) The General Assembly requested a streamlined report on the support account, with an increased use of tables and graphics in future reports (resolution 71/295, para. 10)
Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt	Achieved. Written responses to follow-up questions were provided to the Fifth Committee and the Advisory Committee, on average, no later than 5 working days after their receipt. Exceptions reflected detailed requests requiring the preparation of analyses by field missions and the collation and verification of results at Headquarters

A positive audit opinion of the Board of Auditors on the peacekeeping financial statements	Achieved. An unqualified opinion was issued on the financial statements for the period 1 July 2015 to 30 June 2016. The opinion of the Board of Auditors for the period 1 July 2016 to 30 June 2017 is expected to be issued in January 2018
Financial statements are available to the Board of Auditors within 3 months of the end of the financial period	Achieved. Financial statements for the period ended 30 June 2017 were released to the Board on 30 September 2017
Monthly status of contributions available online by the end of the following month	Achieved. Monthly reports have been prepared and made available online to Member States and users in the Secretariat through the contributions web portal

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Banking operations set up within 3 months of the establishment of new peacekeeping operations	No new peacekeeping operations were established during the reporting period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Revision of standard operating procedures and accounting manual developed to support IPSAS accounting and reporting	Achieved. Explanations and guidance on revised procedures for IPSAS-compliant financial statements for the period from 1 July 2016 to 30 June 2017 were provided to all peacekeeping operations through instructions for year-end closure
Liabilities for troops and formed police units do not exceed 3 months	Achieved. As at 30 June 2017, liabilities for services rendered by troops and formed police units were less than three months for 10 active field missions with military and police personnel components. Reimbursements for services rendered by troops and formed police units as at 30 June 2017 were paid up to (a) October 2016 for MINURSO and (b) up to January 2017 for MONUSCO and UNSOS owing to liquidity constraints
Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States	Achieved. Payments for troops and contingent-owned equipment were processed on a quarterly basis
90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation	Achieved. 100 per cent of payroll payments, 75 per cent of staff separations and 95 per cent of education grants were processed for payment within 30 working days The delays in separation payments were attributable to the resources dedicated to support the testing, preparation and implementation of Umoja Cluster 5 and post-production support and to International Civil Service Commission compensation package implementation. Higher rates were achieved in the last semester of the reporting period

90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation	79 per cent of vendor and travel claims were processed within 30 working days. (90 per cent of vendor payments and 69 per cent of travel claims payments) The decrease is attributable to the resources dedicated to support post-production issues and stabilization of the travel module deployed in Umoja Cluster 4
Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service is provided within 30 working days of the receipt of the request (100 per cent)	Achieved. All insurance contracts were reviewed, and guidance and advice with regard to insurance provisions and indemnity clauses in complex peacekeeping contracts were provided within 30 days
100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions	Achieved. 100 per cent of communications to Member States as regards contributions were processed in a timely manner
Requests for financial delegation of authority are approved and processed within 2 weeks of receipt of required supporting documentation (100 per cent)	Achieved. All requests for approval of delegation of financial authority for incoming staff were processed within one week of receipt of the required supporting documentation
Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Achieved. The rate of return on peacekeeping investments was 1.04 per cent, compared with the benchmark of 0.53 per cent
100 per cent of payments requested for peacekeeping accounts processed within 2 business days	Achieved. All payments were processed within 2 business days
100 per cent availability of service support to users of the financial and budget information system	Achieved. All deployed Umoja clusters were supported without disruption to existing system support. As part of the mainstreaming of the system, Office of Programme Planning, Budget and Accounts divisions undertook additional responsibilities for Umoja production support, resolving tier-2-level issues encountered by users of the system's finance-related modules — funds management, accounting, grants management, cost recovery and financial reporting — previously provided by the Umoja project team

(c) Office of Human Resources Management

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Member States have access to online reports on human resources information for field operations	Achieved. Access to HR Insight online reports was offered to all Member States during the reporting period, with 148 Member States having access to the system

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Respond to all mission evacuation and deployment requests by delegating to the field medical officers and providing governance (100 per cent)	Achieved. Responses were completed to all 859 mission evacuation and deployment requests. The delegation of medical evacuation is pending issuance of the administrative instruction currently in process
Reduction in the number of days of sick leave (baseline to be determined)	6.3 days of sick leave (certified and uncertified) were noted for the period, compared with the baseline of 7.6 days for the period 2015/16
100 per cent of 17 field operations, including UNSOS, GSC and RSCE, achieve the targets set out in the strategic indicators of the human resources management scorecard	Achievements related to the strategic indicators specified in the human resources management scorecards and compacts for 14 peacekeeping operations were as follows: (a) 6 stable peacekeeping operations achieved the vacancy rate targets for international staff, which were based on a budgeted vacancy rate range; (b) 5 stable peacekeeping operations achieved the vacancy rate targets for national staff, which were based on a budgeted vacancy rate range; (c) 4 peacekeeping operations achieved the target for representation of women in senior positions based on improvement over the prior year; (d) 6 peacekeeping operations achieved the target for representation of women in non-senior professional positions based on improvement over the prior year; (e) 5 peacekeeping operations achieved the target for representation of women in General Service and related positions based on improvement over the prior year; (f) 1 peacekeeping operation achieved the target of 100 per cent completion of performance evaluations within 4 months of end of cycle. 12 peacekeeping operations achieved 90–99 per cent completion, while 1 peacekeeping operation achieved 81 per cent
100 per cent of staff have access to information or training on the new Performance management policy or Inspira tool	Achieved

(d) Office of Central Support Services

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Archival material for all liquidating missions is available at Headquarters to the Organization, Member States and the general public (100 per cent)	1,975 linear feet of paper (increase in total holdings volume of 5.6 per cent) and 1 terabyte of digital archival records (increase in holdings volume of 25 per cent) from MINURSO and MONUC and UNOCI were made available

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Percentage of supplier record maintenance requests processed within 3 business days (70 per cent)	Achieved. A total of 76.8 per cent of supplier record maintenance requests were processed within 3 business days
Average time for review of local procurement authority requests less than or equal to 8 days	Achieved. The average time for review of local procurement authority requests was 7.5 days
Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases, is less than or equal to 25 days	Achieved. The average time for submission of local committee on contracts cases was 19.9 days
Standard office accommodation is provided for new and existing personnel funded from the support account (staff and contracted personnel) at Headquarters	Achieved. Standard office accommodation was provided to all new and existing staff and contracted personnel at Headquarters and temporary office space was made available, when required
A compliance framework for fixed asset management enables regular review of property records and ensures adequate inventory controls and accountabilities in line with IPSAS requirements	Achieved. The fixed asset framework was established during the period. A fixed asset management manual, training procedure and certification for property management were rolled out and made available to all peacekeeping operations via Inspira
Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (91 per cent)	Achieved. A total of 91 per cent of the respondents to the survey sent to peacekeeping operations rated those services as "satisfactory" or better
Positive feedback in surveys of users of travel and transportation services (95 per cent)	Achieved. A total of 95 per cent of travel and transportation services users gave positive feedback in surveys
Increase in the percentage of peacekeeping missions employing standard policies, tools and technical standards for records management (70 per cent)	Achieved. A total of 75 per cent of peacekeeping missions employed standard policies, tools and technical standards for records management

(e) Office of Information and Communications Technology

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
99 per cent availability of established ICT infrastructure at Headquarters and existing enterprise information systems to Headquarters and all peacekeeping operations	Achieved. 99.9 per cent availability of all established ICT infrastructure services, including services located at Headquarters, enterprise information systems located at the Enterprise Data Centre and all peacekeeping operations

E. Office of Internal Oversight Services

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
100 per cent of OIOS reports to the General Assembly are submitted in accordance with deadlines	Achieved. 2 reports were submitted to the General Assembly in accordance with the required deadline

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Acceptance of 95 per cent of recommendations issued by the Internal Audit Division	Achieved. 99 per cent of 431 recommendations issued in audit reports were accepted. Four recommendations were not accepted
Acceptance of 95 per cent of evaluation and inspection recommendations	Achieved. 100 per cent of 26 recommendations contained in 4 evaluation reports were accepted
100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed	Achieved. 100 per cent of the 353 matters relating to peacekeeping operations investigations were reviewed
Advisory notes addressing oversight issues in peacekeeping operations resulting from completed investigations during the financial period issued to DFS and mission management, as well as to the Department of Management (7 per cent)	4 per cent (3 cases) of 72 completed investigations resulted in advisory notes. The lower output is attributed to the lower number of new cases that would require the issuance of dedicated advisory notes
70 per cent of investigations conducted during the financial period are completed within 12 months or less	65 per cent (47 cases) of 72 investigations were completed in 12 months or less. The lower output is attributed to the Division's focus on cases of sexual exploitation and abuse

50 per cent reduction of the backlog of investigation cases	24 per cent (22 cases) of 90 cases were pending more than 12 months. There was a net increase of 18 aged cases during the reporting period, i.e. from 4 cases (as of 1 July 2016) to 22 cases (as of 30 June 2017). The lower output was attributed to the vacancies in the Division and the focus on cases of sexual exploitation and abuse
Personnel from 70 per cent of peacekeeping missions are trained in basic investigation training programmes and newly developed training programmes	50 per cent. One training course on forensic interview of children was offered to all staff in the Investigations Division and investigators from other entities. Additionally, the Division is centrally involved in developing and providing training to mission-based sexual exploitation and abuse immediate response teams and to national investigation officers from troop-contributing countries

F. Executive Office of the Secretary-General

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
95 per cent of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date	Achieved. 96 per cent of the reports of the Secretary-General to the Security Council and to the General Assembly were submitted on or before the deadline. In some cases, a slightly longer period of time was required owing to the complexity or sensitivity of the issue
All documents (e.g., reports, talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days	Achieved. All documents were reviewed and returned within 4 days or less to the lead department

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Provision of 50 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to DPKO	Owing to the increased exchange of information between the Executive Office and DPKO by e-mail, the use of notes was discontinued Instead, the Office monitored the days taken to respond to queries from DPKO. Guidance was provided within 5 working days, except in some rare cases when a longer period of time was required owing to the complexity or sensitivity of the issue

G. Administration of justice

(a) Office of Staff Legal Assistance

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Reports of statistics and other information, including any systemic issues identified, submitted on due dates (3 reports)	Achieved. Provided substantive and/or statistical information by the due date for (a) the tenth activity report of the Office of Administration of Justice (1 January to 31 December 2016); (b) the report of the Secretary-General on the administration of justice at the United Nations; and (c) the report of the Internal Justice Council on the administration of justice at the United Nations

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Workplace conflicts prevented or resolved in a timely and efficient manner through:	
Use of Office of Staff Legal Assistance services by a relatively large proportion of peacekeeping staff with disputes, as compared with those who file Tribunal cases unrepresented (70 per cent)	Represented peacekeeping staff in 80 new cases before the United Nations Dispute Tribunal and the United Nations Appeals Tribunal, being 58 per cent of cases before the Tribunals (137). The output was lower owing to fewer requests for representation than expected
Meeting all deadlines for the filing of dispute resolution submissions on behalf of peacekeeping staff	Achieved. All advice/representation was provided in a timely manner. No requests for extensions of time limits were sought
Informal resolution by the Office of Staff Legal Assistance of a significant proportion of cases of staff in peacekeeping missions (30 per cent)	Achieved. 470 cases from DPKO field missions were closed (United Nations Dispute Tribunal: 13; United Nations Appeals Tribunal: 1; Disciplinary: 5; management evaluation requests: 36; and Summary Advice: 415). 4 of these cases were settled by way of agreement between the parties (management evaluation requests: 3; and United Nations Dispute Tribunal: 1). Thus, the percentage of Office of Staff Legal Assistance peacekeeping mission cases closed as a result of formal settlement was 0.6 per cent and by way of summary advice, 80.1 per cent

(b) Office of the United Nations Ombudsman and Mediation Services

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations	Achieved. Informal conflict resolution services were provided to 6.37 per cent of the eligible population (1,283 cases out of a total of 20,145 staff in field missions (see A/71/360)

H. Ethics Office

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (100 inquiries)	Achieved. 129 requests for ethics advice/guidance received
Full compliance with the financial disclosure programme	Achieved. 100 per cent compliance rate
Increased quality of outreach and briefing sessions (30 sessions)	77 sessions. Seminar participants rated presentations as excellent (59 per cent), good (37 per cent), or needing improvement (4 per cent) in developing their understanding of ethics issues
Requests for protection against retaliation are evaluated within 14 days (100 per cent)	Achieved. The Ethics Office evaluated all requests within 14 days of having received complete documentation from claimants

I. Office of Legal Affairs

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (less than 40 per cent of the amount originally claimed)	Achieved. Claims arising out of peacekeeping operations totalling $91.3 million were resolved by arbitral award or by approved settlement in the amount of $4.9 million, representing 5.4 per cent of the amount claimed, and a reduction of 94.6 per cent in actual liability from the amount claimed In addition, through successful appeals to the United Nations Appeals Tribunal, the Office of Legal Affairs reduced compensation awarded by the United Nations Dispute Tribunal in judgments arising from peacekeeping operations
Absence of instances arising out of peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained (no instances)	Achieved. Privileges and immunities were maintained in all agreements for peacekeeping-related matters reviewed by the Office of Legal Affairs and, unless waived, were maintained in all legal proceedings involving the Organization or its officials and concerning peacekeeping-related matters

J. Department of Public Information

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
90 per cent of the peacekeeping operations surveyed indicate overall satisfaction with the quality of public information support	Achieved. All 14 peacekeeping operations responded to the survey and 100 per cent indicated the level of support as very good or satisfactory

60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets	Achieved. 60 per cent of the stories distributed were broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets

K. Department of Safety and Security

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Full implementation in all peacekeeping missions of the security level system, security risk assessments, up-to-date minimum operating security standards and security plans (90 per cent)	Achieved. The Department's security system, assessment, standards and plans, such as the security risk assessments/security risk management process, minimum operating security standards, minimum operating residential security standards/residential security measures and security level system development or review were being updated or implemented on an ongoing basis by all peacekeeping operations
Full implementation of the United Nations Secretariat Safety and Security Integration Project, under the full reconfiguration of safety and security services components in all peacekeeping missions (100 per cent)	The Secretary-General granted the Department authority over security personnel and assets of peacekeeping operations. The main elements of integration (management, human resources and finance) have been agreed with the relevant departments, and implementation guidelines have been published. Contract harmonization for the entire integrated security workforce is in progress and is expected to be achieved by early 2018

L. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
100 per cent of reports of the Advisory Committee are submitted within the deadline	Achieved. 100 per cent of reports of the Advisory Committee were submitted in accordance with the required deadlines
100 per cent of the reports of the Advisory Committee are free of error	Achieved. 100 per cent of the reports of the Advisory Committee were submitted free of error

M. Office of the United Nations High Commissioner for Human Rights

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Security Council resolutions incorporate recommendations and specific actions related to human rights (100 per cent)	Achieved. Security Council resolutions adopted for 7 missions (MINUSCA, MINUSTAH, MONUSCO, UNAMID, UNMISS and UNOCI) included concrete human rights-related language on the promotion and protection of human rights, including the protection of civilians and the rights of women and girls
Increase in the number of requests from Member States for briefings and documented reports on human rights (23)	Achieved. 23 briefings provided, including: 3 briefings to the Security Council; 1 Arria formula briefing on the work of human rights components in MONUSCO and UNMISS; 4 expert-level briefings to the Security Council on South Sudan (twice) and the Democratic Republic of the Congo (twice); 2 briefings to the coordinator of the Group of 77; 1 briefing on human rights in peacekeeping operations to military legal advisors on the resident programme of the Defense Institute of International Legal Studies; 1 briefing on human rights for incoming Security Council members at a workshop at the Security Council; 1 briefing to the Special Committee on Peacekeeping Operations on conflict-related sexual violence and the consolidation of protection functions in peace operations; 3 briefings to Security Council members on human rights and the reconfiguration of the peacekeeping operation in Haiti; 3 briefings to Member States on troop- and police-contributing countries' human rights readiness; and 4 briefings to Member States on the mandate renewal of UNAMID

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Deployment of human rights officers, including specialist functions, within the time frame required for the establishment of new peacekeeping operations or in response to a crisis situation (60 days)	No new peacekeeping missions were established during the reporting period; however OHCHR contributed to the start-up of the United Nations Mission for Justice Support in Haiti by means of preliminary planning for the human rights component through staffing table design and elaborating on human rights aspects in staffing justifications in May and June 2017. Deployment commenced in the 2017/18 period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
6 mission concepts, strategic frameworks, staffing reviews and budgets are updated to reflect human rights priorities	Achieved. Reviewed and/or informed review and preparation of 7 mission concepts, strategic frameworks, staffing reviews and budgets comprising: MINUSCA mission concept; MINUSCA

	police concept of operations; UNAMID mission concept; UNAMID mission-wide conflict analysis; UNMISS technical review; identification of strategic priorities for UNMISS; and a strategic framework for UNSOA/UNSOS to reflect human rights priorities
Human rights advice and content are increasingly integrated into peacekeeping policies, training and inductions for civilian, military and police personnel (advice and content integrated into 15 new policies and sets of training materials issued by DPKO/DFS)	Achieved. The actual output was higher than anticipated. Human rights advice and content was integrated into a total of 27 DPKO/DFS policy documents and 4 sets of DPKO/DFS training materials (31 in total). Human rights content and specific sessions were integrated into DPKO/DFS training packages for civilian and uniformed components, such as training materials on the integrated protection of civilians, integrated training materials on conflict-related sexual violence and the curriculum of the United Nations Police Commanders course. OHCHR co-developed with the Standing Police Capacity the curriculum and materials for a specialized human rights course for standing police capacity police officers
Peacekeeping operations have tools and mechanisms to further compliance with human rights-related policies and mechanisms and the African Union is supported in the integration of human rights into its operations (5)	Achieved. OHCHR contributed tools and mechanisms to further compliance with human rights-related policies and mechanisms. As regards supporting the African Union on the integration of human rights into its operations, OHCHR worked with Security Council members on Council resolution 2320 on the financing of African Union peace operations and contributed to the drafting of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security signed on 19 April 2017; the African Union report on securing predictable and sustainable financing for peace in Africa of August 2016; the report of the Joint African-United Nations review of available mechanisms to finance and support African Union peace support operations (A/71/410-S/2016/809); and the report of the Secretary-General on options for authorization and support for African Union operations (S/2017/454)
Senior peacekeeping posts are more systematically and consistently screened under the policy on human rights screening of United Nations personnel (75 requests)	Achieved. OHCHR responded to 82 requests for assistance in gathering and assessing information relevant to the screening of candidates for peacekeeping operations under the human rights screening policy

III. Resource performance

A. Financial resources

Table 1
Summary of resource performance by category

(Thousands of United States dollars; budget year is from 1 July 2016 to 30 June 2017)[a]

			Variance	
Category	*Approved apportionment*	*Expenditure*	*Amount*	*Percentage*
I Post resources	221 561.4	222 352.1	(790.7)	(0.4)
II Non-post resources				
General temporary assistance	16 272.5	17 461.3	(1 188.8)	(7.3)
Consultants	5 092.2	4 738.0	354.2	7.0
Official travel	10 152.7	8 316.6	1 836.1	18.1
Facilities and infrastructure	22 519.4	24 896.5	(2 377.1)	(10.6)
Ground transportation	80.3	98.6	(18.3)	(22.8)
Air transportation	–	0.2	(0.2)	
Communications	2 714.2	2 455.5	258.7	9.5
Information technology	14 937.3	14 082.6	854.7	5.7
Medical	143.1	91.4	51.7	36.1
Other supplies, services and equipment	16 255.3	14 934.0	1 321.3	8.1
Subtotal, category II	**88 167.0**	**87 074.7**	**1 092.3**	**1.2**
Total, categories I and II	**309 728.4**	**309 426.8**	**301.6**	**0.1**
Enterprise resource planning	16 830.4	16 830.4	–	
Information and systems security	821.5	798.7	22.8	2.8
Gross requirements	**327 380.3**	**327 055.9**	**324.4**	**0.1**
III Staff assessment income	26 707.3	27 294.3	(587.0)	(2.2)
Net requirements, categories I-III	**300 673.0**	**299 761.6**	**911.4**	**0.3**

[a] Minor differences between the figures in the table above and those provided in volume II of the financial statements for the year ended 30 June 2017 are due to rounding.

Table 2
Summary of resource performance by department/office

(Thousands of United States dollars)

Department/office	Apportionment	Expenditure	Variance	
			Amount	Percentage
Department of Peacekeeping Operations	94 756.3	97 243.9	(2 487.6)	(2.6)
United Nations Office to the African Union	7 160.4	6 785.7	374.7	5.2
Department of Field Support	70 905.7	69 767.1	1 138.6	1.6
Department of Management	87 382.5	88 830.0	(1 447.5)	(1.7)
Office of Internal Oversight Services	31 088.9	29 390.4	1 698.5	5.5
Executive Office of the Secretary-General	1 015.6	1 117.6	(102.0)	(10.0)
Administration of justice	2 687.7	2 687.7	–	–
Office of Staff Legal Assistance	177.3	98.2	79.1	44.6
Office of the United Nations Ombudsman and Mediation Services	2 106.0	1 727.3	378.7	18.0
Ethics Office	1 151.1	1 094.9	56.2	4.9
Office of Legal Affairs	3 787.1	3 804.2	(17.1)	(0.5)
Department of Public Information	772.5	689.8	82.7	10.7
Department of Safety and Security	3 984.9	3 850.1	134.8	3.4
Advisory Committee on Administrative and Budgetary Questions	426.8	392.4	34.4	8.1
Office of the United Nations High Commissioner for Human Rights	2 325.6	1 947.5	378.1	16.3
Subtotal	**309 728.4**	**309 426.8**	**301.6**	**0.1**
Enterprise resource planning	16 830.4	16 830.4	–	–
Information and systems security	821.5	798.7	22.8	2.8
Gross requirements	**327 380.3**	**327 055.9**	**324.4**	**0.1**

Table 3
Other income and adjustments

(Thousands of United States dollars)

Category	Amount
Investment revenue	811.0
Other miscellaneous revenue	2.8
Cancellation of prior-period obligations	–
Prior-period adjustments	–
Total	**813.8**

B. Analysis of variances[1]

	Variance	
General temporary assistance	($1 188.8)	(7.3%)

32. The variance was attributable primarily to the costs of Umoja business readiness and central support capacity at Headquarters for deployment in peacekeeping operations ($1,020,760) in the Department of Field Support and the Department of Management and the costs of operationalization of the mobility framework, attributable to peacekeeping operations ($567,100) in the Department of Management, which the General Assembly requested and approved the absorption of such costs within existing approved resources to the extent possible (resolutions 68/265 and 69/274).

33. The overall increased requirements were offset in part by lower costs in the Office of Internal Oversight Services ($218,000), the Office of the United Nations Ombudsman and Mediation Services ($164,800) and the Office of the United Nations High Commissioner for Human Rights ($147,100), attributable mainly to the higher-than-budgeted actual vacancy rates.

	Variance	
Consultants	$354.2	7.0%

34. The variance was primarily in the Department of Field Support ($438,700), and mainly stemmed from deferred consultancy services for the supply chain management initiative with some components rescheduled to future periods based on the progress of the project ($263,000), and the management decision to engage the services of a consultancy firm for budgeted activities instead of individual consultants, which resulted in some charges being recorded under information technology and other supplies, services and equipment classes of expenditure ($111,000). In addition, the Office of the Under-Secretary-General for Field Support implemented the strategy to address sexual exploitation and abuse and other forms of misconduct with lower-than-planned engagement of consultants, owing to the availability of in-house capacity ($62,900).

	Variance	
Official travel	$1 836.1	18.1%

35. The variance was attributable primarily to measures taken throughout the period to reprioritize and defer planned official travel in order to meet higher-than-budgeted post costs (as a result of higher-than-anticipated common staff costs and the post adjustment factor for New York, effective 1 February 2017), in particular in the Department of Peacekeeping Operations ($829,700), the Department of Field Support ($586,700) and the Department of Management ($323,000).

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 4 per cent and $50,000.

		Variance
Facilities and infrastructure	($2 377.1)	(10.6%)

36. The variance was attributable mainly to (a) the unplanned additional office space rental costs to accommodate contractors based in Headquarters during the period ($604,200); (b) the share of costs for the implementation of a flexible workspace, based on the number of staff approved under the support account ($1,517,500) in accordance with General Assembly resolution 71/272, which authorized costs to be funded from within existing resources; and (c) the costs of reconstruction of office space to co-locate the regional divisions of the Department of Political Affairs and the Office of Operations of the Department of Peacekeeping Operations, as well as staff in the Department of Field Support ($1,150,000).

37. The overall increased requirements were offset in part by reduced expenditures in departments and offices, mainly consisting of (a) the net decrease relating to the alignment of the budget and recording of expenditures by nature in the Department of Peacekeeping Operations, with expenditures for rental of office equipment reflected under information and technology ($524,700); (b) reduced requirements in the Office of the United Nations High Commissioner for Human Rights ($107,100) with respect to charges for office space in Geneva; as well as (c) reduced requirements in the Office of Internal Oversight Services ($109,200), attributable to lower actual charges incurred at the MONUSCO Entebbe Support Base compound in relation to the shared costs for base-wide improvements.

		Variance
Communications	$258.7	9.5%

38. The variance was mainly in the Department of Peacekeeping Operations ($193,500) and attributable to the delayed acquisition of video conference facilities, as well as adjustments reflecting a net decrease ($65,200) relating to the alignment of the budget with the recording of expenditures by nature in other departments and offices.

		Variance
Information technology	$854.7	5.7%

39. The variance was mainly in the Department of Management ($1,300,000), primarily attributable to (a) the management decision to engage individuals to support enterprise applications used in peacekeeping operations, instead of engaging the contractual services of an information technology firm as originally anticipated because it proved to be cost effective; (b) lower expenditures for information technology personnel management at the Economic and Social Commission for Asia and the Pacific; and (c) the planned acquisition of equipment, that was charged under communications, in view of the nature of the technology. The overall reduced requirements were offset in part by increased requirements in the Department of Peacekeeping Operations ($631,000), owing to urgent replacement of information technology equipment to mitigate the risk of data loss and equipment breakdown and adjustments reflecting a net increase relating to the alignment of the budget with the recording of expenditures by nature in respect of charges for the rental of office

equipment, which were budgeted under the facilities and infrastructure class of expenditure.

		Variance
Medical	$51.7	36.1%

40. The variance was mainly in the Department of Management ($37,500), attributable to a net decrease relating to the alignment of the budget with the recording of expenditures by nature in respect of sanitation supplies included in the medical kits, which were provided for under facilities and infrastructure, and in the United Nations Office to the African Union ($15,900) for lower actual medical service costs for its staff.

		Variance
Other supplies, services and equipment	$1 321.3	8.1%

41. The variance was mainly in (a) the Department of Field Support ($832,200), attributable to lower expenditures for the working group on contingent-owned equipment because of the cancellation of 10 sessions out of the planned 60 sessions, a delay in approval of the Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop Police-Contributors Participating in Peacekeeping Missions to early August 2017 (i.e., production was postponed to the following reporting period) and efforts to distribute documentation electronically to reduce the use of paper and related reproduction facilities (provided for but not procured); and (b) the Department of Management ($577,700), resulting from reduced costs for after-service health insurance owing to a lower-than-budgeted actual increase in the premiums of the various United Nations health insurance plans and a one-month premium holiday granted for one of the Headquarters-based medical plans in July 2016.

IV. Activities of the Integrated Training Service

Core training activities in the period 2016/17

Activity	*Place*	*Period*
Core predeployment training materials — finalization workshop	Italy	July 2016
Tabletop exercise on protection of civilians at UNMIL	Liberia	August 2016
Training recognition for predeployment training — child protection	Kenya	August 2016
Senior mission administration and resource training programme — workshop 1	Italy	September 2016
Training advisory visit	Colombia	September 2016
Training-of-trainers on International Computer Driving Licence	Uganda	September 2016

Activity	*Place*	*Period*
International Association of Peacekeeping Training Centres conference	Bosnia and Herzegovina	September 2016
Training-of-trainers course — United Nations staff officers	Uganda	October 2016
Training enhancement on supervisory skills training for field missions — UNIFIL	Lebanon	October 2016
Training-of-trainers through the mobile training team: protection of civilians course for field missions	Lebanon	October 2016
Training enhancement on SST for field missions — MINUSCA	Central African Republic	October 2016
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment	Vietnam	October 2016
Workshop for development of integrated United Nations protection-of-civilians training materials	Austria	October 2016
Training-of-trainers pilot course on core predeployment training materials	Egypt	October 2016
Training enhancement on SST for field missions — RSCE	Uganda	October 2016
Training needs assessment on protection of civilians in peacekeeping operations	UNHQ	October 2016
Pilot course on specialized training materials — United Nations military unit manuals	Italy	November 2016
Training recognition (renewal) — United Nations police (Russia)	UNHQ	November 2016
Training-of-trainers course for francophone countries — United Nations staff officers	Uganda	November 2016
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment	Czech Republic	November 2016
Training recognition for protection of civilians course	Pakistan	December 2016
Training recognition for predeployment training — United Nations military	Bangladesh	December 2016
Special Representatives of the United Nations Secretary-general orientation programme	UNHQ	December 2016
Global roll-out of standardized training materials — training course on conflict-related sexual violence	India	January 2017
Senior mission administration and resource training programme — workshop 2	Italy	January 2017
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment	Romania	February 2017

Activity	*Place*	*Period*
Training-of-trainers course for francophone countries-United Nations staff officers	France	February 2017
Writing correspondence and reports courses for DPKO/DFS staff	UNHQ	February 2017
Challenges Forum workshop: "Taking leadership to the next level"	UNHQ	February 2017
DPKO-DFS Headquarters induction programme	UNHQ	February 2017
Training-of-trainers for the Integrated Mission Training Centres on tabletop exercise design and delivery	Uganda	Mar 2017
Senior mission leaders programme	India	March 2017
Training-of-trainers on visualization in participatory programmes for integrated mission training centres	Uganda	March 2017
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment — police	Sierra Leone	March 2017
Senior mission leaders programme	India	March 2017
Training-of-trainers on protection of civilians for UNMISS	South Sudan	March 2017
Training recognition for predeployment training — protection of civilians	Serbia	April 2017
Training-of-trainers: validation of the United Nations police commanders' course	Italy	May 2017
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment	Thailand	May 2017
First aid training: component of the civilian predeployment training	Uganda	May 2017
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment	Morocco	May 2017
Senior mission administration and resource training programme — workshop 3	Italy	May 2017
Mission advanced staff training programme	Italy	May 2017
DPKO-DFS Headquarters induction programme	UNHQ	May 2017
Training recognition (renewal) — United Nations police (China)	UNHQ	June 2017
Training recognition (renewal) — United Nations police (Australia)	UNHQ	June 2017
Enhanced Inspira LMS Workshop	Uganda	June 2017

Activity	*Place*	*Period*
Training recognition (renewal) — United Nations military expert on mission (Argentina)	UNHQ	June 2017

V. Actions to be taken by the General Assembly

42. **The actions to be taken by the General Assembly are the following:**

(a) **To decide on the treatment of the unencumbered balance of $324,400 in respect of the period from 1 July 2016 to 30 June 2017;**

(b) **To decide on the treatment of other revenue amounting to $813,800, comprising investment revenue ($811,000) and other miscellaneous revenue ($2,800), in respect of the period from 1 July 2016 to 30 June 2017.**